

SOUTH AFRICAN DEMOCRATIC TEACHERS' UNION



NATIONAL ORGANISING, RECRUITMENT AND RETENTION STRATEGY

“WORKING TOWARDS 2030 VISION”

SADTU CASE MANAGEMENT TEMPLATE

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National Organising: Recruitment and Retention Strategy

1. BACKGROUND

The current trends and developments in the Education sector and the Labour market in general have created enormous challenges for the South African workers and the educators in particular. The challenges imposed on the Public Service and the Education sector by the fluid and unstable bargaining environment necessitates the need for a sustainable organizing, recruitment and retention strategy.

There is a need to make recruitment of new members a mainstream, on-going activity so as to reach the desired target of having one Union within the Education sector.

We need to take note of the COSATU 2015 plan which amongst others, urges us to focus on the improvement in service to members by all structures of the organization including our elected leadership at all levels.

The large population of the unorganized educators in the Private, Early Childhood Development, Further Education and Training, Higher Education and Adult Education and Training Sectors poses a great challenge to the Union. SADTU must therefore take advantage of this terrain to recruit and render service to these highly vulnerable and victimized sectors.

Much more needs to be embarked upon in terms of our National Congress resolution of exploring recruitment of all educationists and employees who are office-based in the Education sector, who support the aims and objectives of our organization.

The strength of any Union depends on its membership and support, as well as its organizational methods, strategies and tactics. The bigger and stronger the organization grows, the more it would be placed in a better position to fight for all its aims and objectives.

2. AIMS AND OBJECTIVES OF THE STRATEGY

- To assist structures to improve on growth of membership
- To develop the strategy to enable us to sustain and retain membership
- To improve the servicing of membership
- To continuously monitor and give capacity and support to the leadership on recruitment and membership service
- To recruit all educators, education workers and educationists who support the aims and objectives of the Union both school and office-based

- To enhance membership growth with a renewed focus on the unorganized workers in the various sectors (e.g. ECD, AET, HET and GENERAL WORKERS in education)
- To vigorously recruit and render service to educators in the private sector

3. SCOPE

Our scope of recruitment should be guided by our National Congress resolution on membership service and recruitment in the following areas:

- Private institutions
- AET Sector
- ECD Sector
- FET Colleges
- Administrative staff and General workers in education
- HE Practitioners

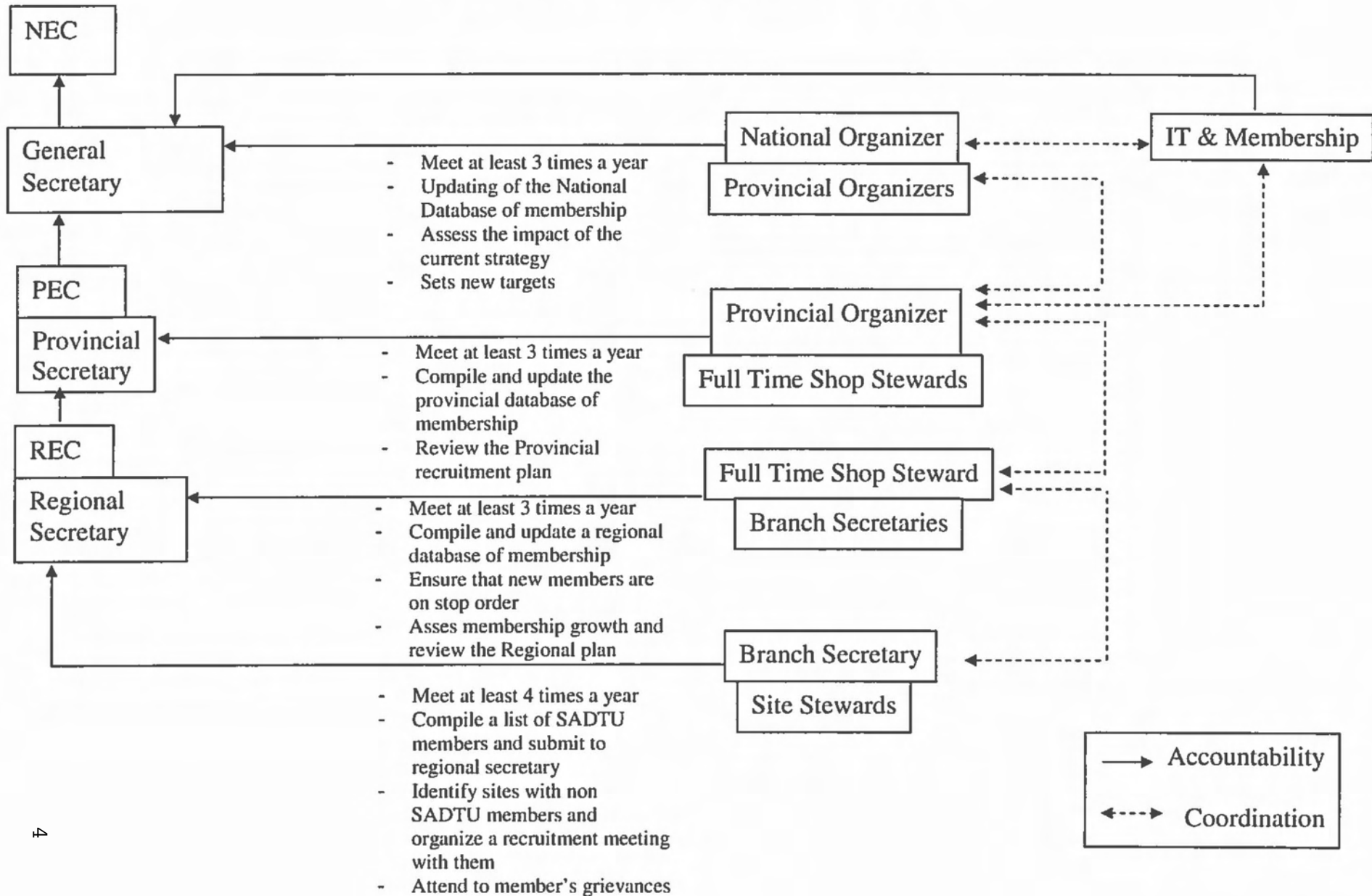
4. PILLARS/FRAMEWORK FOR RECRUITMENT

Our National Strategy is informed by the following key *SEVEN PILLARS* for organising and recruitment:

- 1. RECRUITMENT IS A CONTINUOUS PROCESS, NOT A ONCE OFF EVENT*
 - All structures must develop a sustainable recruitment programme such as site visits that will be accessible to all members.
- 2. RECRUITMENT MUST BE SUFFICIENTLY RESOURCED*
 - Recruitment must be backed by dedicated recruitment teams which are well resourced at all levels of the organisation
- 3. SHOPSTEWARDS (SITE STEWARDS) ARE CENTRAL TO ANY SUCCESSFUL RECRUITMENT CAMPAIGN*
 - Site-stewards, Full-time Shop-stewards and Organisers must embrace recruitment and membership service at all times
 - Sufficient time-off must always be arranged for site-stewards to drive a successful recruitment programme
- 4. THE UNION MUST DEFEND AND PROVIDE ADEQUATE SERVICE FOR NEW RECRUITS*
 - The Union needs to protect new recruits whilst their membership is being processed, with site-stewards maintaining a sustainable service
 - Copies of all relevant Union information including the constitution must be availed at all times

- All structural meetings must be adhered to as per constitution
5. *WORKERS IN UNIONS OUTSIDE OF COSATU MUST BE REGARDED AS UNORGANISED*
- All workers in the Education sector within all sites, various educational institutions including departmental offices must be recruited into SADTU
6. *RECRUITMENT MUST BE BACKED BY MORE EDUCATION AND INFORMATION DISSEMINATION*
- Union education and capacity building must be central membership service and retention
 - Roles for each and every member must be clearly defined and supported through dedicated induction programmes.
7. *MEDIA AS AN ORGANISING TOOL*
- Media must not be seen just as a way of giving information. It can also be used as an organizing tool. The planning of media, the collection of information, the production of pamphlets, newsletters, radio programmes etc, and the distribution of media, are all activities that can be used to involve workers in any organization.
 - Our media should be different to the commercial media that is owned and controlled by the capital, but should be the one that speaks the language of the working class.
 - To look at the role that the media can play in building our Union campaigns, the following would have to be considered:
 - ✓ The type and the relevancy of the message for a particular campaign
 - ✓ The target audience for a particular campaign
 - ✓ The specific issues that needs to be communicated to different categories of Educators in relation to various sectors
 - ✓ Determining the best/appropriate means of media to communicate relevant issues to different categories of workers
 - ✓ Using the media campaign to the participation and confidence of our members

ORGANISING AND RECRUITMENT TEAMS



5. ROLES AND RESPONSIBILITIES OF RECRUITMENT TEAMS

1. Each recruitment team is an important component of the strategy
2. Recruitment is an ongoing process, therefore each team must have its own plan and the evaluation strategy
3. Each team must be brought together prior to doing any recruitment work for thorough planning and debriefing
4. The team must identify the sites to be targeted in specific branches and make necessary arrangements to meet the educators
5. One of the important recruitment tasks would be the development of recruitment materials/pamphlets/newsletters which contains information which is current and relevant to a particular sector
6. Empowerment of Site-stewards to handle members cases at an institution level is central to membership service

6. PILLARS/FRAMEWORK FOR MEMBERSHIP SERVICE

The following 6 pillars have been identified as being central to membership service and retention:

1. NEGOTIATIONS

- Educators need to engage with the employer from time to time regarding their conditions of service, therefore it would be important that the Union use its collective power to act on behalf of its members at all times
- Mandate collection is important to understand what the members needs are, so as to always act in their best interest

2. REPRESENTATION

- The Union must always represent its members in dispute resolution processes, as members may not always be conversant with such procedures
- Given the sensitivity of certain issues, Union representatives need to handle members' cases in confidence
- Members should always know whom to contact when they need representation

3. SERVICE DELIVERY

- Service delivery may include, but not limited to: Representing members at grievances and misconduct hearings, Observing during the filling of vacancies, Dissemination of information, assisting with enquiries w.r.t. service conditions, Professional development and Capacity building.

4. *INTERNAL COMMUNICATION*

- Internal communication is an integral component of membership service. The regular flow of information keeps members informed of developments in the Union and education at large
- Whilst electronic communication is fast and cost effective, it is also prudent to have face-to-face interaction with the membership as they always want to meet the leadership

5. *MEMBERSHIP DATABASE*

- A membership data base is an integral part of any organization, therefore it would be important that at all levels must be maintained and updated on regular basis. This will inform enable the Union to identify areas where its is sufficiently represented and that will help to develop the recruitment strategy for particular areas
- In order to improve our membership database, the following information would be crucial for all structures of the Organisation:
 - Total number of Educators per Site, Branch, Region and Province
 - The total number of SADTU members against the non-members per Site, Branch, Region and Province
 - Total number of agency fee paying Educators and their location to inform our targets and strategy

6. *RESEARCH*

- Research in a Trade Union should not just be an information gathering exercise, but should contribute towards expanding and developing ideas that would give us a greater understanding and clarity about the workers needs, challenges and struggles they face in their daily activities. Our research should also include the knowledge discovered by the workers themselves as they are best placed to articulate their situations.

7. DESIGNATION OF SUB-SECTORS FOR PURPOSES OF MEMBERSHIP SERVICE

- Membership service as an integral part of any organization, has become a vexing issue for all the categories of Educators, particularly those that are not within the mainstream of education.
- It would therefore be prudent to categorise such Educators into sub-sectors for purposes of membership service, reaching them

and addressing issues that are peculiar to their work and their sector in general.

- The Office-bearers at various constitutional structural levels would then be allocated a particular sector to co-ordinate and report their issues in structural meetings where decisions can be taken.
- The following sub-sectors can be established and coordinated by the designated Office-bearer:
 - ✓ **Office-based**
 - ✓ **FET**
 - ✓ **AET**
 - ✓ **ECD**

8. RECRUITMENT OFFENSIVE WORKSHOPS

- Every Province/Region should hold regular recruitment offensive workshops, at which an audit on the following categories of Educators would be conducted:
 - ✓ Current membership
 - ✓ Potential membership
 - ✓ Educators organized by other Rival Unions
 - ✓ Unorganized/Agency fee paying Educators
 - ✓ Assessment of the recruitment plans per Sector and the setting of new targets based on various penetration levels.

9. MEMBERSHIP TARGET

- Each Province shall determine its recruitment target for the year, which shall be reviewed from time to time as the strategy is reviewed. The same shall apply to Regions and Branches.
- All the Provincial targets shall be consolidated into the National targets.